

# **PERFORMANCE WORK STATEMENT**

For

## **CIO Modernization and Enterprise Transformation (COMET) Architecture, Engineering, and Advisory Support**

A procurement by the  
U.S. General Services Administration, Region 5 Contracting Division  
on behalf of

GSA Chief Information Officer  
Office of Acquisition IT Services

Washington, D.C.

Solicitation Number ID16190003  
Contract Number TBD

NAICS 541512 – Computer Systems Design Services  
Product Service Code D399 – Other IT and Telecommunications

This is an 8(a) STARS II, Constellation 2 set-aside  
The following certifications are required:

ISO 9001:2000  
ISO 9001:2008  
CMMI Level II (or higher) – DEV  
CMMI Level II (or higher) – SVC

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## 1 Purpose & Background:

### ***Purpose***

The purpose of this Contract/Task Order (TO) is to support the General Services Administration (GSA) Office of the Chief Information Officer (OCIO) by providing services that support the architecture and portfolio transformation of systems covered under the Chief Information Officer (CIO) Modernization and Enterprise Transformation (COMET) BPA/Contract/Task Orders. GSA requires support to rationalize, transform, and converge its portfolio of COMET applications, focusing on Lean, Agile, & value driven approaches, transitioning from traditional monolithic system design and development to shared business services and capabilities. This order primarily supports the Federal Acquisition Service (FAS), but also includes some support of Administration Headquarters, the Office of Government-wide Policy (OGP), and the Public Building Service (PBS).

### ***Background***

The Office of Acquisition IT Services (FAS IT) provides information technology (IT) support for FAS and other parts of GSA. The applications developed and maintained by FAS IT are used by business portfolios within GSA, customer agencies, the vendor community and the general public. For each and every business line, the applications supported by FAS IT are essential to daily operations, future growth, and meeting organizational goals.

FAS leverages the buying power of the Federal Government to acquire the best value for both the taxpayers and Federal customers. FAS is organized as follows:

- Management and Program Support
  - Office of the Commissioner
  - Office of Customer & Stakeholder Engagement
  - Office of Enterprise Strategy Management
  - Office of Policy and Compliance
  - Office of Systems Management
- Categories
  - Office of General Supplies & Services Categories
  - Office of Information Technology Category
  - Office of Professional Services & Human Capital Categories
  - Office of Travel, Transportation, & Logistics Categories
- Services
  - Office of Assisted Acquisition Services
  - Technology Transformation Services

FAS organizations and their stakeholders are the primary users and program offices for the application portfolios that require support under this TO.

The Office of Acquisition IT Services (FAS IT), within GSA CIO, is organized as follows:

- Center for FAS Systems Transformation
  - Acquisition Service Platform Division
  - Acquisition Transformation Services Division
  - Business Relationship Management Division

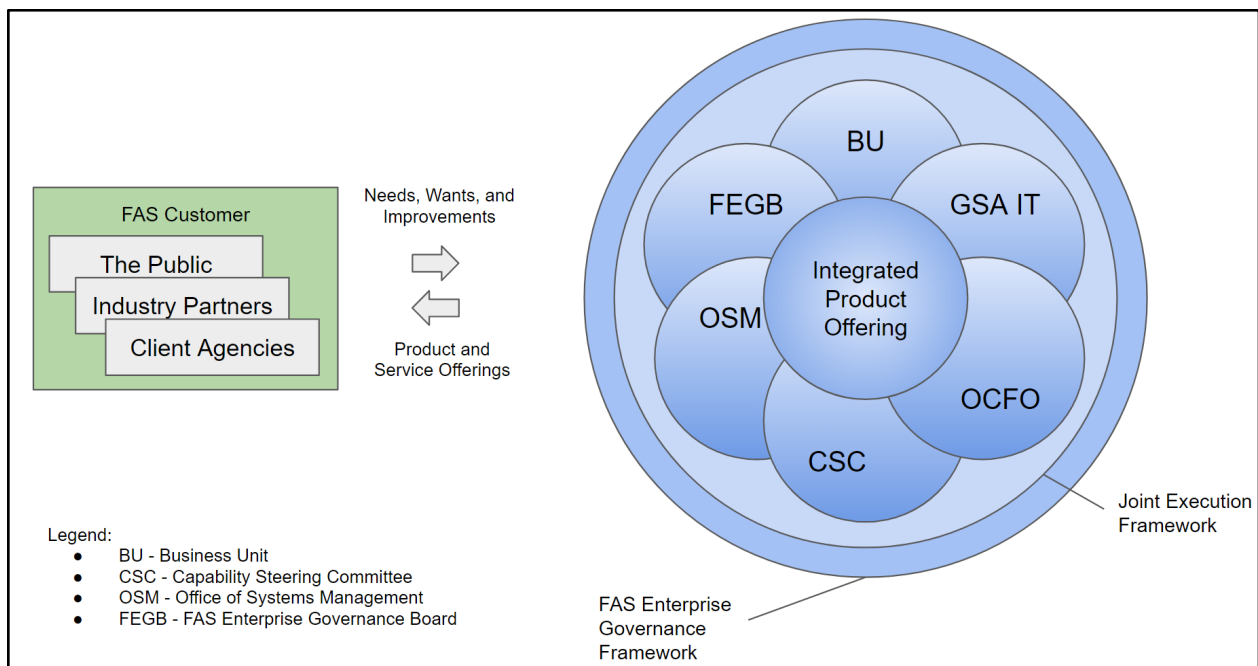
- Center for Global Supply, Asset and Transportation Systems Support
  - Asset and Transportation Management Division
  - Contract Service Management Division
- Center for Acquisition Systems Support
  - Contract Writing and Administration Division
  - eCommerce Division
  - Integrated Acquisition Environment Division

### ***Agency Mission***

GSA's mission is to deliver the best value in real estate, acquisition, and technology services to the Federal Government and the American people. The role of the GSA OCIO is to provide the organization with a focused portfolio of applications that enable GSA to meet growth objectives in an agile, efficient timeline, without unintended consequences. The OCIO for Acquisition IT Services provides GSA with strategic and tactical IT business solutions to enable GSA to effectively serve its customers. The IT solutions must align with the business portfolio's needs and mission to be effective and flexible enough to support the changing business environment.

### ***Concept of Operations***

Over the history of the Federal Acquisition Service (FAS), product and service offerings, along with their supporting systems and technology, were largely developed in silos which aligned to the organizational silos that sponsored them. There was communication and there were partnerships across FAS; however, execution continued to largely occur within silos with support organizations, such as the Office of Systems Management, GSA IT, and OCFO acting in an advisory role.



**Figure 1 - Concept of Operations**

FAS is transforming into a cohesive team of co-equal partners, inclusive of GSA IT and OCFO (Office of the Chief Financial Officer) (fig. 1 - Concept of Operations). As a cohesive team, all partners collaborate, engage, consult, and support each other to enable shared strategic goals and objectives. This organizational transformation facilitates the transformation of FAS product and services offerings, along with their supporting systems and technology, into modular and flexible solutions that rapidly adapt to the evolving needs of the FAS customer.

## 2 Orientation

### ***General Scope of Work***

This Performance Work Statement (PWS) defines selected acquisition, and program support objectives for Solutions Engineering, Technology, and Innovation support. This work will include the advancement of the IQ Architecture Strategy and Playbook; which will provide the framework, strategy and practice areas guiding IQ Software Engineering, Solutions Architecture, Development, and Delivery; being delivered under the COMET BPA, as we transition from a Systems based development organization to a Product Based Development organization following a DevSecOps Methodology. This contract shall provide Solutions Architecture Support, Portfolio Strategy and Transformation Roadmap Planning, support for Prototype Development, Data Architecture and Strategy, Change Management, Enterprise Delivery Methodologies, Analyses of Alternatives, and Innovation Incubation. This procurement is not for full scale engineering development support.

This Contract/Task Order will be placed under the 8(a) STARS II contract, Constellation 2. It is anticipated that work will be performed using a Labor Hour type task order.

Due to changing needs and priorities and unforeseeable future funding levels, there may be substantial changes in the man-hours of personnel required. Manpower changes may also be dictated by the requirement for timely completion of critical projects. The government will provide the contractor with as much advance notice of changing work requirements as possible.

Work will be performed over the period of approximately five years, with an anticipated Base Period of 12 months and four Option Periods of 12 months each.

### ***Resources***

Under this Contract/Task Order, unless otherwise stipulated (see Section 13 – Government Furnished Items), the Contractor shall furnish or provide all personnel, personnel management and supervision, all related internal supporting business functions (including background and “overhead” personnel), materials, supplies, equipment, and facilities (as required) to perform the full range of technical and administrative services required by this Contract/Task Order.

During the course of this Contract/Task Order, the Government may make additional Government Furnished Items (GFIs) -- materials, equipment, and facilities -- available upon receipt of a written request from the Contractor to the Government Technical Representative. These GFIs, if provided, would be in addition to those initially set forth in Section 13.

The contractor shall provide fully trained personnel. (Reference "Staff Employee Requirement" in Section 8 of this PWS.)

Government personnel will be made available to provide technical strategy and input, answer questions, review completed draft deliverables, and provide feedback,

### ***Placement and Management of Work***

All work under this Contract/Task Order will be performed as described, and within the scope of, this PWS. Clarification to the work may be provided to the Contractor in writing by the Contracting Officer's Representative (COR) using a Technical Directive form or other agreed upon written documentation. Contractor employees shall perform work as specified in this Contract/Task Order as directed by the Contractor's designated project manager, who shall have full responsibility for the assignment and monitoring of Contractor employee activities. All work shall be performed within the scope of this PWS and the Government will not ask or require the Contractor to perform work that is outside of the scope of this Contract/Task Order.

### ***Customers***

The customer and recipient of all work performed under this contract order is the GSA-IT Office of Acquisition IT Services, 1800 F St., NW, Washington, DC 20405.

### ***Performance Monitoring***

Contractor performance shall be monitored by the Government representatives in accordance with the Contractor's Quality Control Plan (QCP) and the Government's Quality Assurance Surveillance Plan (QASP)(see Section 12, below).

### ***Definitions***

**ATO** - Authorization to Operate - This is government approval to proceed with implementing or deploying an IT system into production.

**CO** – Government Contracting Officer

**COR** – Contracting Officer's Representative (See Section 15, below)

**FTE** – Full Time Equivalent, the number of labor hours equal to those that would be worked by one employee in a year. For this procurement action 1920 hours is considered an FTE.

**CPARS – Contractor Performance Assessment Reporting System** – This is a system that generates reports that are created by the government evaluators to document contractor performance.

**OCIO** – GSA Office of the Chief Information Officer.

**NIST** - National Institute of Standards and Technology



**Normal Workweek** - A workweek is 40 hours.

**Overtime** - Time worked by a contractor's employee in excess of the employee's normal workweek. (Note: Premium pay is not authorized under this task order for overtime work.)

**Quality Assurance** - A planned and systematic pattern of all actions necessary to provide confidence to the government that adequate technical requirements are established; products and services conform to established technical requirements; and satisfactory performance is achieved. For the purpose of this document, Quality Assurance refers to actions by the government.

**Quality Assurance Personnel (QAP)** - A functionally qualified government person(s) responsible for surveillance of contractor performance and providing communications to the contractor(s) and PCO.

**Quality Assurance Surveillance Plan (QASP)** - A plan detailing the contract surveillance procedures and containing the **Objectives, Measures and Expectations** that will be used to evaluate contractor performance of the PWS objectives.

**Quality Control** - Those actions taken by a contractor to control the production of outputs to ensure that they conform to the contract requirements.

**TO** – Task Order

### 3 Assumptions

The contractor shall employ a staff with sufficient experience and expertise to perform each of the tasks in PWS.

### 4 Primary Performance Objectives (Technical)

#### *Overarching Technical Objectives*

This order is intended to offer an array of research and critical technical disciplines core to engineering, securing, delivering, and maintaining GSA IT products, services, and systems. The supported portfolio encompasses legacy, current, and future GSA IT products, services, systems, and systems-of-systems throughout the acquisition and system engineering lifecycle.

These services will support GSA IT services in the innovation, adoption, interoperability, integration, security, enhancements, augmentation and delivery of GSA IT products, services, and systems. GSA IT requires architectural support, roadmap planning, approaches to transform the current application portfolio, employ effective software development management processes, and support the effort to develop and enhance existing applications to be cloud ready in accordance with Cloud Smart policy, Open Source policy, and other best practices, policies, and legislative mandates. Figure 2 provides a conceptual example of a capabilities focus, service oriented architecture, with common, modular, and loosely coupled components that integrated to meet the evolving mission needs of FAS

## FAS To Be Architecture (Services)

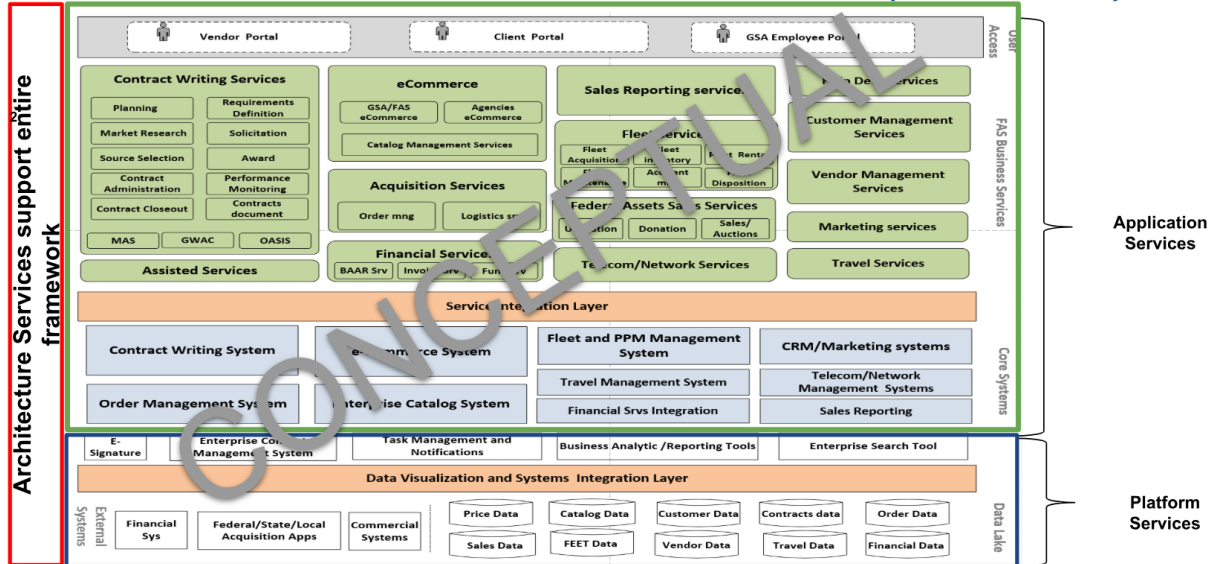


Figure 2 - FAS to be Architecture (Services)

With the pace of change, fully anticipating how technical requirements and individual portfolios will evolve over the life of the contract vehicle is impossible. The intention is this support team remains current and continues to provide the full range of support services to support delivery of innovative products, services, systems, solutions; to insert and sustain emerging technologies and approaches throughout its lifespan; and to address the evolving needs of the GSA mission space.

### **Objective 1 – Independent Assessment, Advisory, and Consulting Services**

To meet this objective, the contractor shall perform the following:

- Advise, recommend, and support GSA IT in communicating a clear vision for the future of FAS applications that is in alignment with the GSA IT Strategy of 2018-2020 (five strategic goals and eleven strategic objectives), collaborating with the GSA IT, FAS, and others as required
- Develop metrics and reporting requirements to define and track FAS IT's business value
- Create an effective communications approach that will allow all stakeholders to be informed while providing transparency on the program ensuring proper alignment between application teams and overarching architecture and roadmap activities
- Ensure proper buy-in, provide education as needed, and establish high-level drivers that continually ensure business/IT alignment. Define measures for end user and stakeholder satisfaction, and use those measures to baseline, track, and analyze for

patterns to continually improve user satisfaction.

- Facilitate cohesive and consistent messaging to facilitate adoption of transformation initiatives
- Enable GSA feedback and input, continually, throughout and across all services and deliverables. As necessary, perform internal and independent reviews and assessments for program performance
- Review technologies, tools and processes to identify areas of improvement for delivering solutions.
- Analyze business need to advise, recommend and support determining whether the requirement should be addressed through acquisition of a business capability or following a capacity model (i.e., acquiring hours)
- Conduct market research and assessments to determine if a business capability can be delivered leveraging COTS, open source, etc. under
- Advise FAS IT on most advantageous technology approach to meet the business need.
- Consult on emerging technologies that could be injected into the FAS IT ecosystem to gain operational efficiencies for FAS IT and the FAS business.
- Support business line initiatives that have IT impacts. Act as an enabler in developing or contributing to business line studies, Business Architecture development, Data Management, etc.

### ***Objective 2 – Strategy and Transformational Framework Support Services***

To meet this objective, the contractor shall perform the following:

- Advise, recommend, and support GSA IT in creation and maintenance of a framework for FAS IT engineering and software development processes that fosters quality in service provisioning and includes continuous improvement on the program
- For systems undergoing transformation, or new capabilities, evaluate the system's planned life-cycle development methodology or methodologies (agile, DevOps, waterfall, evolutionary spiral, rapid prototyping, incremental, CI/CD, etc.) to see if they are appropriate for the system being developed.
- Support the establishment and maintenance of Human Centered Design principles and practices to facilitate collaboration and coordination between user researchers, business analysts and technical SMEs (which includes architects and technology leads)
- Collaborate with GSA IT and other supporting vendors in the development of processes, guides, standard operating procedures, and other materials necessary to establish and support consistent and repeatable processes and best practices
- Maintain the authoritative repository of process, procedures, and other materials necessary to establish and support consistent and repeatable processes and best practices used across GSA IT

### ***Objective 3 – Software Engineering***

Software engineering enables and provides both the common capabilities that support enterprise-wide software development, and the common enabling capabilities required by applications to deliver their mission requirements. This objective includes implementation of the basic DevSecOps framework and environment.

To meet this objective, the contractor shall perform the following:

- Advise, recommend, and support GSA IT in the selection and implementation of toolsets that automate, enable, and facilitate processes, procedures, and workflows/pipeline in alignment with Objective 2. Toolsets may include but not be limited to:
  - Code quality analysis
  - Code security vulnerability analysis
  - 508 and other regulatory compliance
  - Automated testing
  - Automated build
  - Continuous application monitoring
  - Continuous deployment
  - Continuous integration
  - Agile project management and software development
  - Code repository and version control
  - Cross-functional, multidisciplinary DevOps support
- Advise, recommend, and support GSA IT in the selection and implementation of toolsets that serve as technical enablers for FAS enterprise applications, in alignment Objective 2. Toolsets may include but not be limited to:
  - Identity and access management
  - Application operations orchestration
  - API management
  - Data management and governance
  - Business rules management
- Advise and collaborate with GSA IT and supporting vendors on the operations and maintenance of toolsets, to include recommended configuration and ongoing optimizations based on evolving operating practices/processes, and lessons learned
- Advise GSA IT on emerging software engineering best practices and supporting tools in industry, and the potential benefit and capabilities as applicable to GSA IT
- Seek to leverage existing GSA enterprise tools to maximize extent feasible; clearly communicate the total cost of operation, benefits, and other considerations to GSA IT in using an existing GSA enterprise tool vs. introduction of a new tool into the environment
- Complete analysis and advise GSA IT on the total cost of ownership associated with toolset recommendations; to include annual reviews prior to renewal of maintenance and/or licensing agreements
- Advise and collaborate with GSA IT and supporting vendors to develop migration strategies and plans to new tool sets

#### ***Objective 4 – Technology Insertion***

Being an innovation leader is a strategic goal of GSA-IT. To that end, GSA-IT looks to vendors to provide innovative solutions to the government and embed innovation across service delivery at all possible opportunities to support: introduction and sustainment of cost saving efficiencies, productivity enhancements, acclimation and alignment with industry trends and emerging technologies, and producing tangible, traceable operational outcomes resulting from the application of innovation.

To meet this objective, the contractor shall perform the following:

- Synthesize information from multiple sources such as industry, academia, partners and thought leaders in order to identify opportunities to innovate
- Identify, introduce and propose innovative tools, products or services to foster technical advancement across the program
- Provide informational briefs, overviews, and demos of potential tools, technologies, services, and best practices to GSA IT on a regular basis, not to exceed quarterly, in order to facilitate knowledge sharing and awareness of industry trends
- Create and maintain artifacts throughout the innovation value chain as required
- Facilitate feedback and collaboration methods that include stakeholders in the innovation processes, selection and decision milestones
- Provide transparency by publishing project Wiki pages, dashboards, reports or other metrics that foster understanding, track progress and support the flow of new ideas and approaches in the organization
- Present innovation propositions to FAS/GSA-IT decision makers and stakeholders
- Collaborate with development teams to conduct pilots, proof of concepts, technology demonstrations, and produce white papers to assert deductions and proposals
- Complete analysis and advise GSA IT on the total cost of ownership associated with the insertion of new technologies into the enterprise, to include independent cost estimated, cost/benefit analysis, and alternative analysis
- Advise and collaborate with GSA IT and supporting vendors to develop high-level technology insertion strategies and plans that include transition of legacy systems and technologies to the new systems and technologies
- For technology initiatives approved for proof of concept or pilot. take the lead in implementing the initial deliverable for Government review and acceptance.

### ***Objective 5 – Architecture and Design***

Using several architecture strategies, this objective seeks to develop a target state vision that captures the mission, business and technical perspectives with clearly defined objectives and success factors to include alignment with long-term enterprise strategies such as integration with other enterprise components and outlining the overall strategy for the modernization of COMET supported services

To meet this objective, the contractor shall perform the following:

- Support Solutions / Software Architecture
  - Develop unified architectures centered around delivering business capabilities using modular, scalable, loosely coupled technical capabilities and services
- Support Data Architecture
  - Propose and develop effective Data Management and Governance by collaborating with GSA stakeholders to assess current, leverage existing, or define new cohesive organizational structures with clearly defined roles and responsibilities.
  - Coordinate with GSA to establish oversight and approval authority on all decisions relating to COMET data: data taxonomy, data exchange, structure, integration, etc., and document information dissemination policies.
  - Identify and collaborate with stewards of master data, developing and executing a communication plan for bringing data governance processes online, jointly defining effective enforcement techniques.

- provide support and services for the full range of information and knowledge engineering to include, but not limited to, the development of information flow across functional domains; functional data models; standardization and implementation of common data elements; prototyping, development and implementation of shared databases in standard, common, migration systems, data mining and analytics, improvements in cross-organizational knowledge sharing and interoperability of data; development of data migration strategies to identify the plans and processes for the transition of legacy data to shared data through the utilization of data standards.
- Support Enterprise Architecture
  - Identify and propose an architecture management methodology for a digital transformation of COMET with succinct deliverables to guide the specification and implementation of portfolio modernization e.g. TOGAF, FEAF, etc., or a hybrid with tailoring as needed to meet GSA's requirements
- Develop an actionable, agile portfolio transformation roadmap
  - Perform an assessment to determine priority, sequencing and tactical planning for portfolio feature modernization
  - Facilitate a decision framework that enables stakeholders to quantify the order and relevance applied to transformation planning
  - Identify high value business features and capabilities and work with stakeholders to develop and prioritize epics
  - Produce and maintain roadmap(s) with tangible milestones that define capability deployments, releases and detail development, portfolio refactoring and legacy retirement plans to achieve instantiation of new services and business operations and fulfill FAS/GSA-IT modernization objectives

#### ***Additional Labor Capacity***

***NOTE: Over the life of this task order there may be services required that align to the scope of the above technical objectives, which require labor in excess of the basic labor hours quantities. In these cases, the government reserves the right, at its sole discretion, to exercise the quantity options shown in the Schedule of Items and Prices to provide additional labor hours to perform this work.***

## **5 Meeting Objectives**

To accomplish the Meeting Objectives of this Contract/Task Order the Contractor shall participate in the following meetings. Nothing discussed in any meetings or discussions between the Government and the Contractor shall be construed as adding, deleting, or modifying contractual agreement without written authorization from the Contracting Officer.

#### ***Meeting Objective 1 – Initial Business/Kickoff Meeting***

Within five (5) business days following the Contract/Task Order award date (or other time mutually agreed between the parties), the Contractor representatives will meet with the the GSA Contracting Officer, GSA Contracting Officer's Representative (COR), and Government program manager or designee to review the contractor's understanding of the requirements, goals and objectives of this Contract/Task Order. The contractor shall also address the status of any issues that will affect contractor start-up/ramp-up toward achieving full service/support capability. The Government will be responsible for taking minutes of this meeting.

***Meeting Objective 2 – Ad hoc Technical / Work Status / Administrative Meetings***

The Contractor shall, if requested by the Government, participate in monthly status meetings or ad hoc technical meetings or ad hoc work status meetings at a mutually agreeable time and place to discuss tasking, work progress, technical problems, performance issues, or other technical matters. During these meetings the Contractor shall at least provide accomplishments, problems, risks, issues and planned actions. The Contractor shall take minutes of these meetings and include them in a Monthly Status Report (Data Item A003). These meetings will occur at a time and place mutually agreed upon by the parties.

***Meeting Objective 3 – Contract Administration Meetings***

The Contracting Officer (CO) may require the authorized Contractor representative to meet or participate in a teleconference with authorized Government personnel as often as deemed necessary to discuss contract performance or administrative issues. The Contractor may also request a meeting with the CO when deemed necessary. The content of meetings shall be documented in writing. Minutes shall be approved by both parties and shall be included in the Government contract file.

***Note: Nothing discussed in any meetings or discussions between GSA and the Contractor shall be construed as adding, deleting, or modifying any Contract/Task Order requirements, including deliverable, specifications, and due dates.***

## **6 Contract-wide Objectives**

***Contract-wide Objective 1 – Contract and Project Management***

The Contractor shall be solely responsible for managing the work performed in the execution of this contract/order. This includes the responsibility to –

- assign appropriate resources to each task,
- maintain clear organizational lines of authority,
- ensure effective contract task management and administration
- establish and use proven policies, processes, analyses, and best practices

The Contractor shall maintain project milestones for each assigned task. The Contractor shall update Government representatives on work progress and task milestones during the monthly status meetings.

***Contract-wide Objective 2 – Subcontract Management***

The Contractor shall be fully responsible for management, control, and performance of any Subcontractor used on this contract. If a Subcontractor is being used, the Prime Contractor must inform the Government. Use of a Subcontractor on the Contractor's team shall not relieve the Prime Contractor of responsibility or accountability in the execution of this contract/order. The contractor shall obtain advance approval from the government before a new subcontractor is added to the prime contractor's team. Subcontractors may not be allowed to further subcontract work with advance approval of the government. If a request for approval is made to the government, it shall provide a justification that includes the benefits to the government of approving the request.

### ***Contract-wide Objective 3 – Business Relations***

A primary element of project success is the business relationship between the Contractor and Government representatives. Within this context the Government will monitor the Contractor's contribution to business relations and provide feedback when required. The Contractor shall make every effort to establish and maintain clear and constant communication channels with the Government primaries (CO, COR, and Government Technical Representative) of this contract for the purpose of:

- Promptly identifying PWS and/or business relationship issues of controversy and the bilateral development and implementation of corrective action plans.
- Ensuring the professional and ethical behavior of Contractor personnel.
- Maintaining effective and responsive Subcontractor management.
- Ensuring the Contractor support team is fully aware and engaged in strengthening the interdependency that exists between the Contractors and their Government counterparts.
- Compliance with all GSA policies regarding contractor personnel

Facilitating Contractor–Government collaboration for continuous improvement in the conduct of PWS tasks, reducing risks, costs and meeting the mission needs

### ***Contract-wide Objective 4 – Contractor Response***

The contractor shall ensure prompt response to Government inquiries, requests for information or requests for contractual actions. Unless otherwise specified in the PWS, a prompt response is considered acknowledgement by the contractor within one business day. The response will either provide the requested information or action, where feasible to complete within that timeframe, or propose a timeframe, for mutual agreement, in which the request will be completed.

### ***Contract-wide Objective 5 – Team Continuity and Employee Retention***

The Government recognizes the benefits in maintaining the continuity of contractor team members. These benefits include but are not limited to retention of corporate knowledge, minimizing contractor familiarization, maintaining/increasing performance levels, schedule adherence and preserving organizational interfaces developed over time. These benefits also accrue to the Contractor. Within the context of effective and efficient personnel management, the Contractor shall take reasonable and appropriate steps to retain the qualified employees staffed against this contract to maintain continuity and performance while effectively reducing costs borne by the Government.

### ***Contract-wide Objective 6 – Professional Appearance***

Contractor employees shall present a neat and professional appearance appropriate to the work being performed at all times when interacting with Government representatives, working in Government facilities, or representing the Government at meetings or before



third parties.

## **7 Additional Performance Requirements**

### ***Location of Work***

Performance will take place primarily at the contractor's facility. However members of the team may be called to meetings at GSA Headquarters where in-person attendance is required. At least one business day of notice will normally be provided. Reimbursement for travel is not authorized under this task order. It is therefore incumbent on the contractor to have its staff located within the 50 mile local commuting area of Washington, D.C.

### ***Time of Work***

#### **Normal Hours**

For any Contractor employees working on Government facilities, their normal duty hours shall be 8 AM – 5 PM local time, Monday through Friday, to coordinate with Government operations. Otherwise, the Contractor shall be responsible for managing work hours of its employees, provided they are available when necessary to interact with Government employees.

In the event that individual tasks or subtasks require expedited performance or extended work days to meet schedule constraints or work volume, the Government shall communicate that need to the Contractor's Project Manager or Team Lead who, in turn, is responsible for managing the Contractor's labor resources to meet the schedule constraints. Communications regarding expedited performance shall be documented in writing, by email or otherwise, and included in the contract administration file. If Contractor employees are working at Government facilities and task completion deadlines require extended hours, the Government will provide authorization to occupy and use Government facilities beyond normal duty hours.

The Contractor may perform work outside the normal duty hours at its own business location(s) or at the Government furnished facilities, when so authorized. Any Contractor employee working at Government facilities shall observe federal holidays and government closures on the same dates and during the same times as the Government personnel, since Contractor employees shall not have access to the Government facilities during these days and/or times. These holidays are as follows.

#### **Holidays**

The Government shall observe the following holidays.

New Years Day	Labor Day
Martin Luther King Jr., Day	Columbus Day
Presidents' Day	Veteran's Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

#### **Government Facility Closures**

In the event of unplanned closure of the Government facility for any reason (e.g. natural disasters, government shut-down, or severe weather) the Contractor shall make its best effort to mitigate loss of work time. If Contractor employees are working at a Government installation, this may be done by moving employees to an off-site location. If performance under this contract is not possible, the Contractor shall take steps to assign employees to other projects on a temporary basis or place them in leave status to minimize non-productive costs to the Government under this contract. Additional instructions may be provided by the Contracting Officer on a case-by-case basis. Disagreements between the parties resulting from base closures shall be settled through negotiations to the maximum extent possible or shall otherwise be settled pursuant to the provisions of the Disputes provisions of this contract.

All services to be performed under this contract/order have been determined to be non-essential for performance during a base closure. Should the Government facility be closed, the Contractor shall be notified by the Contracting Officer, GSA Technical Representative, or a local television or radio station. The Contractor is responsible for notifying its employees about Government closures. Contractor employees are not to report to the Government facility if it is closed and will adhere to delays, unless otherwise specifically instructed otherwise by the CO or GSA Technical Representative.

#### **Performance at the Contractor's Facilities**

Work performed at Contractor's work locations shall be performed according to the Contractor's standard commercial practice; however, the Contractor representatives at these locations must be available for interaction with Government employees between 8:00 AM and 5:00 PM Eastern time, Monday through Friday, with the exception of government designated holidays or government closures. The government may choose to conduct interaction in-person, and will be allowed to do so with at least one day business day of advanced notice.

#### ***Travel***

Long distance travel is not expected or authorized under this Contract/Task Order.

#### ***Limitations on Contractor Performance***

The Contractor shall NOT perform the following functions in connection with the services provided under this Contract/Task Order.

- Approve, decide, or sign as a Contracting Officer;
- Negotiate with Government suppliers;
- Accept or reject supplies or services;
- Determine acquisition, disposition, or disposal of Government property;
- Direct other contractor or Government personnel;
- Determine cost reasonableness, allowability, or allocability;
- Vote on a source selection board;
- Supervise government personnel;
- Approve Government requirements or plans;

- Determine government policy.

### ***Privacy Act Requirements***

Work on this project may require that Contractor personnel have access to information which is subject to the Privacy Act of 1974. Personnel shall adhere to the Privacy act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations when handling this information. Privacy Act information is considered sensitive and appropriate safeguards shall be implemented by the Contractor. The Contractor is responsible for ensuring all contractor personnel are briefed on privacy Act requirements.

### ***Personal Services***

This is not a "Personal Services" contract as defined by FAR 37.104. The government has taken the following steps and precautions to ensure that "Personal Services" employer-employee relationships are not created between government and contractor employees during performance of this Contract/Task Order. Although Contractor employees who furnish services under this contract are subject to Government technical oversight, the Government shall not oversee Contractor employees but shall provide all direction through the Contractor's designated representative(s) who is/are solely responsible for supervising and managing Contractor employees. In further compliance with this regulation –

- All tasks will be initiated using approved Task Directive Forms.
- All government direction or approval of contractor initiated suggestions shall be documented using approved Task Directive Forms
- All government contract monitors shall communicate with the contractor through the approved contractor management representative.
- All government representatives responsible for managing this Contract/Task Order shall be briefed on the avoidance of personal services and those actions that represent personal services, prior to assuming their contract responsibilities.

Additionally, the Contractor shall take the following steps to preclude performing, or perception of performing "Personal Services" as stipulated in FAR 37.114(c).

- When answering the phone, Contractor employees shall identify themselves as employees of the firm for which they work, as well as giving other information such as their name or the government office they support.
- When working at Government facilities, Contractor employees shall wear badges that clearly identify them as Contractor employees. The badge shall be worn on the outermost garment between the neck and waist so badge is visible at all times.
- When working at Government facilities, name plaques shall be placed at Contractor employees' work area (cubical or office) that clearly identify them as Contractor employees. The plaques shall be placed in a clearly visible location so they can be seen by all visitors and associated government employees.

### ***Rehabilitation Act Compliance (Section 508)***

Unless otherwise exempt, all services and/or products provided in response to this requirement shall comply with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and the Architectural and Transportation Barriers Compliance Board

Electronic and Information Technology (EIT) Accessibility Standards (36 CFR part 1194).

The Contractor shall support the Government in its compliance with Section 508 throughout the development and implementation of the work to be performed. Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d) requires that when Federal agencies develop, procure, maintain, or use electronic information technology, Federal employees with disabilities have access to and use of information and data that is comparable to the access and use by Federal employees who do not have disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

Additional information regarding Section 508 can be obtained from the following web sites.

<http://www.section508.gov/index.cfm?FuseAction=Content&ID=12>  
<http://www.access-board.gov/508.htm>  
<http://www.w3.org/WAI/Resources>

***Avoidance and/or Mitigation of Actual or Potential Organizational Conflicts of Interest***

Contractor employees may have access to sensitive government information while performing this work, may be involved in reviewing and assessing the work of other contractors, and may be involved in developing specifications and work statements for subsequent or complementary work. There is a potential for organizational conflicts of interest if the Contractor has ties with firms whose work it will review or if the Contractor is subsequently awarded a contract that uses a specification or work statement that it prepared. To avoid actual or potential organizational conflicts of interest the Contractor, in conjunction with Government scheduling and oversight controls, must be able to mitigate its relationship with a firm whose work it might review during performance of this Contract/Task Order. No specific firm is currently identified but firm may be identified during the course of Contract/Task Order performance. Additionally, the Contractor shall refrain from seeking contracts that incorporate Contractor generated specifications or work statements until it first demonstrates, to the satisfaction of the Contracting Officer, that obtaining such other contracts will not create an actual or potential organizational conflict of interest with work performed on this Contract/Task Order. The Contractor shall comply with the provisions of the Contract/Task Order clauses entitled "Organizational Conflicts of Interest," "Notification of Conflicts of Interest Regarding Personnel," "Limitation of Future Contracting," and "Annual Conflict of Interest Certification" to meet this requirement, which shall be incorporated into the Contract/Task Order.

***Technical Direction***

If specific tasks that fall within the scope of the performance objectives of this PWS are requested, amplified, or clarified by written technical direction, the Contractor shall comply with that direction, which shall become a part of this Contract/Task Order. Technical direction may be formalized on a Government provided Task Directive form or other written documentation as decided between the parties. The Contractor's representative shall acknowledge receipt of such technical direction in writing.

Task directives may include deliverables that are not initially identified in this Contract/Task Order. If so, task directives shall include specific delivery dates and places for reports and studies or a specific completion date for support services. As an alternative, the task directives may require the Contractor to establish time lines and milestones for completion of tasks. Government specified delivery or completion dates and Government approval of Contractor proposed time lines or milestones shall be binding on the Contractor.

If the Contractor believes that any technical direction requires performance of work that is outside the scope of this Contract/Task Order, the Contractor shall immediately contact the Contracting Officer.

## 8 Personnel Requirements

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***NOTE: The Government, at its sole discretion, may consider substitutions and/or requests for deviation from any of the following personnel qualifications (e.g., experience in lieu of education), if to do so would be in the best interest of the Government.***

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### ***Personnel Qualifications – General***

The contractor shall employ a staff with sufficient experience and expertise to perform each of the tasks in PWS.

All personnel working on this contract shall meet the following minimum educational and experience requirements.

- All personnel shall have training that is appropriate for the tasks and labor category to which they will be assigned according to customary commercial practice.
- All personnel shall have experience that is appropriate for performing the tasks and labor category to which they will be assigned.
- If applicable, all personnel shall meet the minimum requirements set for in the Federal Supply Schedule (FSS) contract or Government-wide Acquisition Contract (GWAC) upon which this Contract/Task Order is based.

The Contractor shall furnish adequate documentation to substantiate compliance with this requirement for each assigned staff member. The Contractor shall certify as to the accuracy and completeness of the supporting documentation.

### ***Project Manager Requirements***

The Contractor's Project Manager shall be the primary point of contact for the Government and shall be responsible for the management, content, and quality of work performed on this Contract/Task Order. The Contractor's Project Manager must be available to coordinate with Government representatives on a daily basis if required. The Contractor shall provide the Project Manager who is specified in their proposal for a minimum of the

initial period of this Contract/Task Order, unless otherwise agreed between the parties. The Contractor shall provide a competent backup for the Project Manager in the event of a temporary absence and a competent replacement for the Project Manager in the event of the PM's extended absence (more than two weeks or other time as agreed between the parties).

The project manager and alternate(s) must be able to communicate clearly and effectively in both an oral and written context (read, write, speak, and understand English.)

The Project Manager must have credentials that substantiate that he or she has

- educational attainment that is appropriate for managing the type of work described in the PWS, both in size and scope.
- 10+ years of experience in waterfall and Agile software development project management.
- successful management of project tasks and coordination of employees in various labor categories and with various skills in projects of similar size and scope as the one identified in this PWS.
- 5+ demonstrated experience managing, coordinating, and facilitating a team's efforts effectively and efficiently in a Time and Material/Labor Hour and Firm-Fixed-Price contracted environment within a Federal agencies of similar or greater size than GSA
- sufficient experience to be conversant in and have a working knowledge of each of the five (5) technical objectives of the PWS. The PM's experience must demonstrate that he or she can understand all aspects of the work, with the ability to direct the staff to perform successfully.
- industry certifications that compliment work experience and support Contract/Task Order performance; examples include PMI PMP, PMI-ACP, DevOps Certified Agile Service Manager, or other equivalent certifications
- an appropriate security clearance as prescribed in Section 9, "Security Requirements" of this PWS.

### ***Key Personnel***

#### **Definition & List of Key Personnel**

Key Personnel are defined as those individuals who are so essential to the work being performed that the contractor shall not divert them to other projects or replaced them without receiving prior approval from the Contracting Officer. This includes substitution of those originally proposed at the time of Contract/Task Order award\*. Substituted personnel must have equal or better qualifications than the person they replace, subject to the Government's discretion.

The following are the minimum personnel who shall be designated as "Key." The Government does not intend to dictate the composition of the ideal team to perform this TO. Therefore, the Government will allow and will evaluate up to two additional Key Personnel as proposed by the offeror.

**Lead Architect  
Solutions Architect  
DevOps Engineer**

The Government desires that Key Personnel be assigned for the duration of the task order.

The key personnel shall have the following minimum qualifications.

### **LEAD ARCHITECT**

It is desirable that the Lead Architect have the following qualifications:

- 8+ years' experience in one or more architecture domains (e.g. business architecture, solutions architecture, application architecture)
- Advanced knowledge and experience in one or more current programming languages (E.g. - Java, Javascript (including AngularJS), Python, Ruby or PHP)
- Experience defining the architecture of cloud deployed applications (AWS preferred)
- Experience with containerized applications using Docker, Kubernetes or other similar tooling
- Experience defining and driving SecDevOps best practices within large teams
- Experience establishing legacy modernization and migration roadmaps for large scale applications
- Experience building applications using service-oriented, micro service, and/or API based architectures at an enterprise scale
- Experience with event-driven applications using queues, service bus and other related patterns
- Exceptional verbal and written communication skills
- Ability to work with limited direction

### **SOLUTIONS ARCHITECT**

It is desirable that the Solutions Architect have the following qualifications:

- Enterprise Architecture - 3+ years' experience
- Designing and architecting large scale applications, including SaaS and cloud based applications - 3+ years' experience
- Java/Web Applications and contemporary development platforms/frameworks - 5+ years' experience
- Experience taking disparate business problems and delivering the best technology solutions for large scale applications - 3+ years' experience
- Experience working in one or multiple IT areas, but with the versatility to grow in other areas:
  - Cloud enabled/cloud native solutions
  - SecDevOps
  - Advanced Analytics
  - Machine Learning/Artificial Intelligence/Robotic Process Automation
  - Integration/API/Microservices
  - User Experience
  - Agile Methodologies e.g. Scrum, Kanban, SAFe, Lean
- Excellent communication skills
- Ability to work collaboratively

- Ability to influence and negotiate

## **DEVOPS ENGINEER**

It is desirable that the DevOps Engineer have the following qualifications:

- The DevOps Engineer requires 3 to 5 years of programming experience
- Experience using a wide variety of open source and COTS technologies and tools
- Experience automating operations and workflows
- Solid understanding of and experience implementing and integrating CI/CD Tools from the ground up, such as Atlassian (JIRA and Confluence), Github, Jenkins, Ansible, Artifactory, Docker, Kubernetes, Selenium, SonarQube, Gatling, JMeter, JUnit, AMP, aChecker, Jaws, Netsparker, OWASP ZAP, Tenable Nessus, Splunk, Prometheus, CloudWatch, New Relic, Grafana, Slack/Google Hangouts Chat
- Strong background working in an agile development environment, collaborating with Application Development and Architecture Teams
- Experience with service-oriented architecture, web services, Application Programming Interfaces
- Experience working in a High Availability environment with 99.99%+ uptime
- Strong background in Amazon Web Service (AWS), MySQL, PostgreSQL, MongoDB Apache, NGINX, PHP
- Comfortable writing deployment scripts in languages such as Python, Shell, AWS Cloud Formation, Groovy, and Golang
- Experience with systems and IT operations
- Comfort with with automated, frequent, incremental code testing and deployment
- Strong grasp of automation tools
- Data management skills
- A strong focus on business outcomes
- Comfort with collaboration, open communication and reaching across functional borders

## **Key Personnel Substitution**

The Contractor shall not remove or replace any personnel designated as key personnel without making a written request to and receiving written concurrence from the Contracting Officer. The Contractor's request for a change to key personnel shall be made no later than thirty (30) calendar days in advance of any proposed substitution and shall include a justification for the change. The request shall (1) indicate the labor category or labor categories affected by the proposed change, (2) include resume(s) of the proposed substitute in sufficient detail to allow the Government to assess their qualifications and experience, and (3) include a statement addressing the impact of the change on the Contractor performance. Requests for substitution will not be unreasonably withheld by the Government. The Government will approve initial contractor key personnel at time of award. Replacement key personnel will be approved via modification to the Contract/Task Order. If the Government CO and the COR determine that the proposed substitution, or the removal of personnel without substitution or replacement, is



unacceptable or would impair the successful performance of the work, the Contracting Officer will request corrective action. Should the Contractor fail to take necessary and timely corrective action, the Government may exercise its rights under the Disputes provisions of this contract or take other action as authorized under the provisions of this Contract/Task Order, the Prime contract upon which this order is based, or pursue other legal remedies allowable by law. Key personnel substitution may not be made within 18 months of contract award, or within 12 months of designation of a replacement.

### ***Personnel Substitutions***

Although Government approval is not required prior to replacing any of its non-key personnel staff, the Contractor shall provide resumes or other adequate documentation to verify to the Government that all proposed replacements (temporary or permanent) meet the security and minimum educational and experience requirements of this PWS. Additionally, the Government shall be notified at least 30 calendar days in advance of any planned staff member being removed, rotated, re-assigned, diverted or replaced. The contractor shall include a transition plan that ensure continuity of service as part of the notification.

### ***Staff Maintenance***

Due to the demanding nature of this program, it is essential that the Contractor maintain sufficient staffing levels to accomplish all required tasks. This is especially true because many labor skills are in short supply and the program must rely on a single employee to fill one or multiple roles. During any transition of personnel, the Contractor shall make every effort to maintain manning without loss of service days to the Government. This may necessitate the use of temporarily assigned employees to fill short term gaps between permanently assigned employees.

The Contractor is required to use and/or replace all personnel with those who meet the minimum qualifications as stipulated above, in this PWS Section 7 –Personnel Qualifications and Staff Employee Requirements, and should strive to replace departing personnel with those having appropriate and/or equal qualifications. Failure on the part of the Contractor to employ an adequate number of qualified personnel to perform this work will not excuse the Contractor from failure to perform required tasks within the cost, performance, and delivery parameters of this contract / Contract/Task Order.

### ***Contractor Employee Work Credentials.***

Contractors shall ensure their employees and those of their Subcontractors have the proper credentials allowing them to work in the United States. Persons later found to be undocumented or illegal aliens will be remanded to the proper authorities.

## **9 Security Requirements**

### ***Compliance with Security Requirements***

The contractor and all subcontractors are required to comply with all security regulations and directives as identified herein and other security requirements as are shown elsewhere in this contract. The Contractor and any subcontractors must insert the substance of this section in all subcontracts.

## **Security Requirements**

Contractors entering into an agreement for services to the General Services Administration (GSA) and/or its Federal customers shall be contractually subject to all GSA and Federal IT Security standards, policies, and reporting requirements. The Contractor shall meet and comply with all GSA IT Security Policies and all applicable GSA and NIST standards and guidelines, other Government-wide laws and regulations for protection and security of Information Technology.

IT Security Procedural Guide: Security and Privacy Requirements for IT Acquisition Efforts CIO-IT Security-09-48, Section 2.4 states "The Contractor shall comply with Assessment and Authorization (A&A) requirements as mandated by Federal laws and policies, including making available any documentation, physical access, and logical access needed to support this requirement. The Level of Effort for the A&A is based on the System's NIST Federal Information Processing Standard (FIPS) Publication 199 categorization."

### **A. IT SECURITY REQUIREMENTS**

Contractors are required to comply with the following Federal Information Processing Standards (FIPS), and the "Special Publications 800 series" guidelines published by NIST. Federal Information Processing Standards (FIPS) publication requirements are mandatory for use. NIST special publications (800 Series) are guidance, unless required by a FIPS publication, in which case usage is mandatory.

- [FIPS PUB 199, "Standards for Security Categorization of Federal Information and Information Systems"](#)
- [FIPS PUB 200, "Minimum Security Requirements for Federal Information and Information Systems"](#)
- [FIPS PUB 140-2, "Security Requirements for Cryptographic Modules"](#)
- [NIST Special Publication 800-18 Revision 1, "Guide for Developing Security Plans for Federal Information Systems"](#)
- [NIST Special Publication 800-30 Revision 1, "Guide for Conducting Risk Assessments"](#)
- [NIST Special Publication 800-34 Revision 1, "Contingency Planning Guide for Federal Information Systems"](#)
- [NIST Special Publication 800-37 Revision 1, "Guide for Applying the Risk Management Framework to Federal Information Systems: A Security Lifecycle Approach"](#)
- [NIST Special Publication 800-47, "Security Guide for Interconnecting Information Technology Systems"](#)
- [NIST Special Publication 800-53 Revision 4, "Security and Privacy Controls for Federal Information Systems and Organizations"](#)
- [NIST Special Publication 800-53A Revision 4, "Assessing Security and Privacy Controls in Federal Information Systems and Organizations: Building Effective Assessment Plans"](#)

The contractor may have access to sensitive (to include privileged and confidential) data, information, and materials of the United States (U.S.) Government. These printed and

electronic documents are for internal use only and remain the sole property of the U.S. Government. Some of these materials are protected by the Privacy Act of 1974 (AMENDED) and Title 38. Unauthorized disclosure of Privacy Act or Title 38 covered materials is a criminal offense.

The following clauses are incorporated into this task order in full text.

### **Safeguarding Sensitive Data and Information Technology Resources**

(a) In accordance with FAR 39.105, this section is included in the contract.

(b) This section applies to all who access or use GSA information technology (IT) resources or sensitive data, including awardees, contractors, subcontractors, lessors, suppliers and manufacturers.

(c) The GSA policies as identified in paragraphs (d), (e) and (f) of this section are applicable to the contract. These policies can be found at <http://www.gsa.gov/directives> or <https://insite.gsa.gov/directives>.

(d) All of the GSA policies listed in this paragraph must be followed.

- (1) CIO P 1878.2A Conducting Privacy Impact Assessments (PIAs) in GSA
- (2) CIO P 2100.1 GSA Information Technology (IT) Security Policy
- (3) CIO P 2180.1 GSA Rules of Behavior for Handling Personally Identifiable Information (PII)
- (4) CIO 9297.1 GSA Data Release Policy
- (5) CIO 9297.28 GSA Information Breach Notification Policy

(e) All of the GSA policies listed in this paragraph must be followed, when inside a GSA building or inside a GSA firewall.

- (1) CIO P 2100.28 GSA Wireless Local Area Network (LAN) Security
- (2) CIO 2100.38 Mandatory Information Technology (IT) Security Training Requirement for Agency and Contractor Employees with Significant Security Responsibilities
- (3) CIO 2104.1A GSA Information Technology IT General Rules of Behavior
- (4) CIO 2182.2 Mandatory Use of Personal Identity Verification (PIV) Credentials
- (5) ADM P 9732.1 D Suitability and Personnel Security

(f) The GSA policies listed in this paragraph must be followed, if applicable.  
[Contracting Officer check all policies that apply.]

- (1) X CIO 2102.1 Information Technology (IT) Integration Policy
- (2) X CIO 2105.1 C GSA Section 508: Managing Electronic and Information Technology for Individuals with Disabilities
- (3) X CIO 2106.1 GSA Social Media Policy
- (4)    CIO 2107.1 Implementation of the Online Resource Reservation Software
- (5) X CIO 2108.1 Software License Management
- (6) X CIO 2160.29 GSA Electronic Messaging and Related Services
- (7) X CIO 2160.4A Provisioning of Information Technology (IT) Devices

- (8) X CIO 2162.1 Digital Signatures  
(9) X CIO P 2165.2 GSA Telecommunications Policy

(g) The contractor and subcontractors must insert the substance of this section in all subcontracts.  
End of Clause

## **B SECURITY INVESTIGATIONS**

Contractor personnel working under this Task Order may undergo a Moderate Risk Background Investigation, and must have a favorable outcome after the investigation and adjudication in order to work on this task order. When Government on-site meetings are required, the Government will provide ID badges (see below) to contractor personnel to ensure that they are approved for access to Government facilities. Those contractor employees who require access to government IT systems will be required to complete mandatory Security Awareness and Privacy Training (this training is often provided internally by GSA via GSA Online University).

Contractor personnel shall be required to obtain a "Tier2S" (formerly an MBI) investigation to work on this task order.

### ***Personal Identity Verification Card & ID Badges***

When Government facilities are utilized in performance of this contract, the Government will provide photo identification, such as Personal Identity Verification (PIV) Card and Restricted Area Badge (as required). The Contractor shall comply with all requirements necessary to obtain a PIV and Restricted Area Badge.

### ***Facility Security Requirements***

Not Applicable.

### ***Personal Identity Verification***

The Contractor shall comply with the following Personal Identity Verification clause.

#### **52.204-9, Personal Identity Verification of Contractor Personnel. (Jan 2006)**

- (a) The Contractor shall comply with agency personal identity verification procedures identified in the contract that implement Homeland Security Presidential Directive-12 (HSPD-12), Office of Management and Budget (OMB) guidance M-05-24, and Federal Information Processing Standards Publication (FIPS PUB) Number 201.
- (b) The Contractor shall insert this clause in all subcontracts when the subcontractor is required to have physical access to a federally-controlled facility or access to a Federal information system.

End of Clause

### ***Unescorted Entry Authorization Certificate***

See the paragraph entitled "Personal Identity Verification Card & ID Badges", above.

***Non-Disclosure Statement.***

Each Contractor employee (including temporary employees) assigned to work under this contract / order shall complete the attached “Contractor Employee Non-Disclosure Agreement”. A copy of each signed and witnessed Non-Disclosure agreement shall be submitted to the GSA Technical Representative prior to performing any work under this contract.

The Contractor shall not release, publish, or disclose sensitive information to unauthorized personnel, and shall protect such information in accordance with provisions of the following laws and any other pertinent laws and regulations governing the confidentiality of sensitive information:

18 U.S.C. 641 (Criminal Code: Public Money, Property or Records)  
18 U.S.C. 1905 (Criminal Code: Disclosure of Confidential Information)  
Public Law 96-511 (Paperwork Reduction Act)

## **10 Period of Performance**

The maximum potential period of performance of this order is five years starting on the day of Contract/Task Order award or designated effective date; with a Base Period of 12 months and four Option Periods of 12 months each. The Government reserves the unilateral right to exercise an option period prior to the expiration of the Base or option period. The Government shall give the Contractor at least 30 days prior notice of its intent to exercise the option.

Planned performance periods are as follows:

Base Period: June 1, 2019 to May 31, 2020  
Option Year 1: June 1, 2020 to May 31, 2021  
Option Year 2: June 1, 2021 to May 31, 2022  
Option Year 3: June 1, 2022 to May 31, 2023  
Option Year 4: June 1, 2023 to May 31, 2024

## **11 Deliverables**

***Items, Time of Delivery, Place of Delivery***

Support services shall be performed to meet a specific task objective. The task objectives and the period of performance shall be stated on individual Task Directives. Task Directives shall include a specific delivery date for reports and studies or a specific completion date for support services. As an alternative, the Task Directives may require the Contractor to establish time lines and milestones for completion of tasks. Government specified delivery or completion dates and Government approval of Contractor proposed time lines or milestones shall be binding on the Contractor. Support services and data items shall be delivered to the Government in compliance with the performance measures and quality requirements set forth in the QASP.

The Contractor shall deliver the data items listed in the table, below.

<b>PWS Ref.</b>	<b>Event or Item Title</b>	<b>Delivery Time</b>	<b>Delivery Place</b>
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	Project Start	Date of Award	
Sec 9	Contractor Employee Non-disclosure Agreement (one for each employee assigned to work on this order)	After award but prior to commencement of performance by each Contractor or Subcontractor employee	Electronically to the GSA ITSS System & email to the COR
Sec 5 Objective 1	Kick-off Meeting	within 5 business days after award or as agreed by the parties	
Sec 5 Objective 1	Kick-off Meeting Minutes	within 5 business days after the kick-off meeting	Electronically to the GSA ITSS System
Section 12	Quality Control Plan-Draft	10 Business Days after award.	Electronically to the GSA ITSS System
Section 12	Quality Control Plan-Final	30 Business Days after Government review. (The Government shall review and provide comments within 7 business days after receipt of the draft QCP.)	Electronically to the GSA ITSS System
Section 4, Technical Objective 1 & Section 11	Staff Matrix A complete and current list of Contractor employees and the task/office/function they are supporting	Furnished at the kick-off meeting with an update furnished on or before the date of any personnel change.	Electronically to the GSA ITSS System
Section 4, Technical Objective 1 & Section 11	Funds and Man-Hour Expenditure Report	NLT 10 business days after end of month.	Electronically to the GSA ITSS System
Section 4, Technical Objective 1 & Section 11	Monthly Status Report – Final	NLT 10 business days after end of month.	Electronically to the GSA ITSS System
Section 4, Technical Objectives	Technical Reports / Studies - Draft	As required	Electronically to the GSA ITSS System
Section 4, Technical Objectives	Technical Reports / Studies - Final	10 Business Days after Government review. (The Government shall review and provide comments within 7 business days after receipt of the draft report/study.)	Electronically to the GSA ITSS System

Section 4, Technical Objectives	Presentation Material	As required	Electronically to the GSA ITSS System
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### ***Data Requirements / Descriptions***

Documentation provided in response to the objectives will be in the Government's template format. If no format is prescribed, documents may be in the Contractor's preferred format using Google G Suite products.

The content of all data items, if not self-explanatory from the template format, shall be agreed upon between the parties.

### **Contractor Employee Non-Disclosure Agreement**

The Contractor shall furnish a signed "Contractor Employee Non-Disclosure Agreement" for each Contractor and Subcontractor employee assigned to work under this contract / order, prior to their starting work. (See Section 9)

### **Quality Control Plan**

The Contractor shall deliver a QCP as defined in Section 12 of this PWS.

### **Staff Matrix**

The Contractor shall furnish a complete and current list of Contractor and Subcontractor employees who are assigned to work under this contract / order. The matrix shall include the staffing chart showing the name of each employee, his or her position in the staffing plan, job title, and the Government's task/office/function they are supporting. The lines of authority and responsibility of each staff member shall also be made clear to the Government. The matrix shall be updated with each change in personnel, job title, position in the staffing plan, or assignment of area of responsibility.

### **Funds and Man-Hour Expenditure Report**

The contractor shall provide a Funds and Man-Hour Expenditure Report that provides the current Contract/Task Order accounting information indicated below. The Contractor can determine the format of the report provided it includes, at a minimum, the following information:

- Expenditures for labor, material, travel, and any other charges.
- Matrix of Actual hours expended vs. planned and/or funded hours, and an explanation of significant variances between planned and expended hours. The report shall include amounts for the current monthly reporting period and the cumulative actual vs. planned hours and amounts for the entire contract/order up to the report date.
- Burn rates for the current period and the cumulative amount for the entire contract/order up to the report date. The information shall be presented in numerical and chart format for each CLIN
- Cross-walk of work performed to amounts billed.

In addition, the Funds and Man-Hour Expenditure Report shall include labor

charges for actual hours worked and Support Items, which are authorized in the task (e.g., travel, training, etc.). Charges shall not exceed the authorized cost limits established for labor and Support Items. The government will not pay any unauthorized charges. Original receipts, travel vouchers, etc. completed in accordance with government Travel Regulations shall be maintained by the contractor to support charges other than labor hours and made available to government auditors upon request.

### **Monthly Status Report (MSR)**

The contractor shall provide a MSR that briefly summarizes, by task, the management and technical work conducted during the month. The contractor shall provide at a minimum the following information:

- Summary of effort, progress and status of all activities/requirements by task linked to deliverables as appropriate
- New work added since the previous Monthly Status Meeting
- Brief summary of activity planned for the next reporting period
- Deliverables submitted for the period by task and linked to the milestone schedule
- All standards followed in support of the requirements
- Staffing
- Milestone updates and schedule changes, issues and/or variances.
- Problems or issues
- Government action requested or required

### **Trip Reports**

Not Required.

### **Other Reports**

Content of other reports is self-explanatory or should be agreed upon between the parties.

## **12 Quality Assurance and Quality Control**

### ***Contractor Quality Control Plan (QCP)***

The Contractor shall be responsible for quality assurance and quality control of all services performed and all items delivered under this contract/order.

The Contractor shall prepare and maintain a Quality Control Plan (QCP) as a guide for implementing quality assurance and quality control procedures. The Contractor shall submit the QCP to the Government for information and acceptance. The Government has the right to require revision of the Contractor's QCP should its implementation fail to control the quality of items and/or services delivered under this contract/order.

The QCP shall include an explanation of the processes and procedures for ensuring satisfactory performance and delivery of quality items and/or services. Additionally, as a minimum, the QCP shall include the following items.



- A description of the inspection system to cover all major services and deliverables. The description shall include specifics as to the areas to be inspected on both a scheduled and unscheduled basis, frequency of inspections, and the title of inspectors.
- A description of the methods to be used for identifying and preventing defects and deficiencies in the quality of service performed.
- A description of the records to be kept to document inspections and corrective or preventative actions taken.

All records of inspections performed shall be retained and made available to the Government upon request throughout the Contract/Task Order performance period, and for the period after Contract/Task Order completion, until final settlement of any claims under this Contract/Task Order.

The Contractor shall implement a quality program based on its QCP. In compliance with the QCP, the Contractor shall manage, surveil, assess, improve and/or correct contract performance to ensure the quality of the services and deliverable products, as a minimum, meet the level of quality required by the Government Functional Managers or Technical Representatives.

In the event of quality concerns, identified by the Government, the Contractor shall immediately take corrective action in response to Government required changes to the QCP.

The QCP shall be delivered to the Government as stipulated in the Delivery Schedule, see Paragraph 6.1 of this PWS, above.

#### ***Government Quality Assurance Surveillance Plan (QASP)***

The Government will evaluate Contractor performance under this contract / Contract/Task Order in accordance with the attached Quality Assurance Surveillance Plan (QASP). The purpose of this evaluation is to ensure that Contractor performance meets Government requirements. The QASP also indicates the potential decrease in compensation for unsatisfactory performance due to a reduction in value received. The Government reserves the unilateral right to change the QASP at any time during contract performance provided the changes are communicated to the Contractor by the effective date of the change. The QASP along with its attached "Surveillance Objectives, Measures, and Expectations" and "Performance Evaluation" chart identifies evaluation procedures, PWS items to be evaluated, and the measures against which performance will be evaluated. The QASP is provided as an attachment to this PWS.

### **13 Government Furnished Items**

The Government will provide the following resources to the Contractor for task performance:

#### ***Data***

The Government will provide documents reports, database access, data, and other information as available and as required to facilitate accomplishment of work, as stated within this PWS.

The contractor is responsible for obtaining data necessary to perform each task if that data

is in the public domain and is not otherwise furnished by the government.

### ***Equipment – Tools - Accessories***

For contractors who have received appropriate investigation responses, the Government will provide access to the GSA Network. The contractor is responsible for providing staff workstations and tools necessary to complete tasks.

***The Contractor shall immediately terminate Government network access for any employee terminated or transferred from this contract. This is a condition of GFP.***

### ***Materials***

Not applicable to this contract/order.

### ***Facilities***

From time to time, as dictated by task requirements, contractors may be required to work at the GSA Headquarters. In those cases, the Government will provide access to tools to schedule workspaces/conference rooms.

***NOTE: All Government-provided products and facilities remain the property of the Government and shall be returned upon completion of the support services. Contractor personnel supporting this requirement shall return all items that were used during the performance of these requirements by the end of the performance period.***

### ***Safeguarding Government Furnished Property - Physical Security***

The Contractor shall be responsible for safeguarding all Government property provided for Contractor use. At the end of each work period, Government facilities, property, equipment and materials shall be secured. The Contractor shall be responsible for any damage caused by his personnel to the building, finishes, furnishings, equipment, etc., and shall repair, clean, replace, or restore damaged items to the condition existing immediately prior to the item being damaged.

### ***Training***

During the course of this contract / order the Government may require Contractor employees to receive specialized training in areas necessary to allow the Contractor to fulfill the requirements of this contract / order (e.g., LAN Information Assurance Training, Government unique software or software tools, Security Training). In such cases Government mandated training shall be considered part of this contract and charged against the task(s) to which the individual Contractor employee is assigned.

***NOTE: The Contractor shall be responsible for the supervision, training and guidance of its personnel to accomplish this contract / order. Unless Contractor employee training is specifically identified and authorized by the Government, in writing, the Contractor shall not bill the Government for employee time spent in training or for any costs related to or associated with Contractor employee acquired training. This applies to training of any type or for any purpose,***

*including training that is either necessary for job or employment eligibility or a prerequisite to performance of work under this contract/order, whether general in nature or specialized and unique to this requirement.*

**Government-Furnish Services**

Not Applicable

## **14 Government Delays in Reviewing Deliverables or Furnishing Items**

If contractor performance or submission of deliverables is contingent upon receipt of government furnished items (data, equipment, materials, facilities, and support) or input, or upon government review and approval of interim items or draft documents (collectively referred to as Government Performance), the government shall specify when it will provide such items or input, or the time it will need to perform reviews or give approvals. If the government fails to meet item, input, review, or approval deadlines, contractor performance or submission of deliverables shall automatically be extended one calendar day for each day of government delay. The contractor shall promptly advise the Contracting Officer of any delays in receipt of government furnished items, input, reviews, or approvals. If dates for Government performance are not specified in this contract/order or associated task directives, this clause will not apply, and contractor delays must be handled or negotiated under other provisions of this contract or order.

## **15 Notices**

***Contracting Officer's Representative***

The work to be performed under this contract is subject to monitoring by an assigned Contracting Officer's Representative (COR). The COR appointment letter, outlining the COR responsibilities under this contract/order, will be provided to the contractor under separate cover upon request. Questions concerning COR appointments should be addressed to the Contracting Officer.

***Government Technical Representative - Task Management***

In addition to the COR, the Government may assign one or more project officers to manage and monitor the work under this contract / Task Order. One of these individuals may be assigned as the Government Technical Representative. The Government Technical Representative will participate in project meetings and review Contract/Task Order deliverables and will provide technical assistance and clarification required for the performance of this task. Refer to the attached QASP for specific information on project monitoring.

## **16 Contact Information**

***Contractor Contacts***

[To be added at time of contract award.]

***Government Contacts***

GSA-IT Office of Acquisition IT Services  
Primary

Mr. David Griffin, GSA Project Manager/COR  
1800 F Street NW  
Washington, DC 20405  
Phone (619) 741-3746  
Email: [davidr.griffin@gsa.gov](mailto:davidr.griffin@gsa.gov)

GSA-IT Office of Acquisition IT Services  
Alternate  
Ms. April Kestyn, GSA Project Manager/COR  
1800 F Street NW  
Washington, DC 20405  
Phone (710) 943-7240  
Email: [april.kestyn@gsa.gov](mailto:april.kestyn@gsa.gov)

GSA Federal Acquisition Service  
Primary  
Ms. Amanda Foster, Contracting Officer  
230 South Dearborn Street, Rm 3300  
Chicago, Illinois 60604  
Phone: (217) 492-5021  
Fax: (312) 886-3827  
Email: [amanda.foster@gsa.gov](mailto:amanda.foster@gsa.gov)

GSA Federal Acquisition Service  
Alternate  
Mr. Eben Greybourne, Supervisory Contracting Officer  
230 South Dearborn Street, Rm 3300  
Chicago, Illinois 60604  
Phone: (312) 886-3811  
Fax: (312) 886-3827  
Email: [eben.greybourne@gsa.gov](mailto:eben.greybourne@gsa.gov)

## 17 Additional Provisions

### ***Data Rights***

The Government shall have unlimited royalty free rights to all data originally developed, generated and delivered under this contract or order as prescribed by the clause entitled Rights in Data—General (FAR 52.227-14 ) which is incorporated into this task order or into the indefinite quantity contract upon which this order is based. The Contractor shall retain all rights to data used to meet the requirements of this task order if developed solely at the Contractor's expense for their commercial applications and sales.

The Government shall have the right to use all commercially developed and privately funded data delivered under this contract or order in accordance with, and subject to, the published agreements and restrictions that accompany that data.

### ***Limited Use of Data***

All data delivered or made available to the Contractor as Government Furnished Data shall remain the property of the Government and shall only be used by the Contractor in

the performance of this contract or order. The Government retains all rights to Government Furnished Data.

At the conclusion of this contract/order all Government Furnished Data shall be dealt with according to the disposition instruction provided by the Contracting Office. If the Contracting Officer fails to provide disposition instruction for Government Furnished Data within thirty days of Contract/Task Order end, the Contractor shall return all hard copy data and delete or otherwise destroy all electronic data.

***Proprietary Data***

The Contractor shall not employ the use of any proprietary data or software in the performance of this contract without the advanced written consent of the Contracting Officer.

***Inspection and Acceptance***

Inspection and acceptance will occur in accordance with the clause entitled Inspection of Services – Time and Material and Labor Hour (FAR 52.246-6) or Inspection of Services – Fixed Price (FAR 52.246-4), as applicable to each Contract/Task Order. In the absence of other agreements negotiated with respect to time provided for government review, deliverables will be inspected and the contractor notified of the Government's Technical Representative's findings within five (5) work days of normally scheduled review. Unacceptable or unsatisfactory work will be handled as outlined in the QASP. Acceptance of invoices shall constitute acceptance of performance.

Inspection and acceptance shall be at destination.

***Contract Type***

This Contract/Task Order/contract will be awarded using a labor hour contract type.

***Ceiling Price Notification***

Per clause 52.323-7, Payments under Time-and-Materials and Labor-Hour Contracts, the contractor is reminded – "If at any time the Contractor has reason to believe that the hourly rate payments and travel costs that will accrue in performing this contract in the next succeeding 30 days, if added to all other payments and costs previously accrued, will exceed 85 percent of the ceiling price in the Schedule, the Contractor shall notify the Contracting Officer giving a revised estimate of the total price to the Government for performing this contract with supporting reasons and documentation."

***Contract/Task Order Funding***

It is anticipated that the Contract/Task Order will be incrementally funded. Accordingly, the following provision applies.

***Incremental Funding***

(GSA 5QZA AOD Memo, Subject: Incremental Funding-3 2009 01 (revised 07-23-09)

This project may be incrementally funded. If incrementally funded, funds will be

added to this task via a unilateral modification as they become available. Contractor shall not perform work resulting in charges to the government that exceed obligated funds.

The Contractor shall notify the Contracting Officer in writing, whenever it has reason to believe that in the next 60 days, when added to all costs previously incurred, will exceed 75% of the total amount so far allotted to the contract/order by the Government. The notice shall state the estimated amount of additional funds required to complete performance of the contract/order for the specified period of performance or completion of that task.

Sixty days before the end of the period specified in the Schedule, the Contractor shall notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract/order or for any further period specified in the Schedule or otherwise agreed upon, and when the funds will be required.

The government is not obligated to reimburse the Contractor for charges in excess of the obligated funds and the Contractor is not obligated to continue performance or otherwise incur costs that would result in charges to the government in excess of the amount obligated under this order.

End of clause

***Material and Material Handling Costs***

Not Applicable

***Productive Direct Labor Hours***

The Contractor shall only charge for labor hours when work is actually being performed in connection with this Contract/Task Order and not for employees in a "ready" status only. For this Contract/Task Order 1 FTE (full time equivalent) = 1920 labor hours.

***Invoicing and Payment***

Payments will be made in accordance with the clause entitled Payments (FAR 52.232-1) or Payments under Time-and-Materials and Labor-Hour Contracts (FAR 52.232-7).

The Contractor may invoice for items upon their delivery or services when rendered. Billing and payment shall be accomplished in accordance with contract terms and GSA payment procedures. Invoice submission instructions shall be provided at the time of award.

***Payment for Unauthorized Work***

The Contractor will not be paid for the performance of work that is not authorized under this Contract/Task Order. No payments will be made for any unauthorized supplies and/or services or for any unauthorized changes to the work specified herein. This includes any services performed by the Contractor on their own volition or at the request of an individual other than a duly appointed CO, COR, or Government Technical Representative. Only a duly appointed CO is authorized to change the specifications, terms, or conditions under

this effort.

***Payment for Correction of Defects***

The Contractor will not be paid for re-performance of defective or deficient fixed priced work or profit associated with re-performance of any defective or deficient time and material or labor hour work.

**Attachments**

***QASP (Quality Assurance Surveillance Plan)***

***Organizational Conflict of Interest (OCI) Provisions***

***OCI post-award certification - form***

***OCI annual certification - form***

***Contractor Employee Non-disclosure agreement***